

COUNTY OF LOS ANGELES

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July 11, 2013,

TO: Each Supervisor
FROM: Marvin J. Southard, D.S.W.
Director

SUBJECT: **STATUS REPORT ON THE IMPLEMENTATION OF THE INTEGRATED
BEHAVIORAL HEALTH INFORMATION SYSTEM**

On October 18, 2011, your Board approved the Integrated Behavioral Health Information System (IBHIS or System) Agreement with Netsmart Technologies, Inc., (Netsmart) to provide a product that will enable the Department of Mental Health (DMH) to meet the federal and state mandates for an Electronic Health Record (EHR) and meet County's Strategic Plan goal to achieve a seamless electronic exchange of selected health and human services data across County providers. We have been sending you quarterly status reports; with this report for May 2013 we are shifting to a monthly distribution of the status reports because the changes are occurring too quickly for a quarterly report to provide you a clear picture of the state of the project today.

If you have any questions or need additional information, please call me at (213) 738-4601, or your staff may contact Robert Greenless, Ph.D., DMH Chief Information Officer, at (213) 251-6481.

MJS:RK:MM:RG

c: Health Deputies
Chief Executive Office
Executive Office, Board of Supervisors
County Counsel
Contracts Development and Administration Division, DMH

REVIEWED BY:


Richard Sanchez
Chief Information Officer

7-15-13
Date



COUNTY OF LOS ANGELES DEPARTMENT OF MENTAL HEALTH CHIEF INFORMATION OFFICE BUREAU PROJECT STATUS REPORT

A. General Information

Project Title: Integrated Behavioral Health Information System (IBHIS)

Prepared by: Adrina Moreno - IBHIS Project Manager

Date Prepared: July 11, 2013

Reporting Period: From: May 1, 2013

To: May 31, 2013

Estimated Completion Date: September 30, 2014

Project is: ☐ On Schedule ☐ Ahead of Schedule ☒ Behind Schedule ☐ Completed

If the project is Behind Schedule, explain why, (e.g., changes to scope, constraints outside project team's control, vendor delays, resource constraints, business processes, and major deliverables not completed). Include the impact of the delay and plans for re-alignment.

- See Section B (Current Activity Status) for detailed explanation.

B. Current Activity Status

Provide a high level summary of current activities. Express factual description of current activities in a bulleted list.

- Based on the current Detailed Project Schedule the project is delayed by three and one-half months. However, the Project Sponsor has determined the go live date based on a variety of factors noted in previous status reports, as a result the new date will move the projected go live date six months to December 11, 2013.
- The newly established go live date and revision to dependent tasks will be reflected in the re-baselined Project Schedule currently under development in response to Netsmart's request for Change Notice to re-baseline the Detailed Work Plan.
- Continuing to identify, specify and prioritize DMH reports and forms to be developed by Netsmart and DMH staff for Pilot One. Well over 200 reports have been identified and DMH workgroups continue to focus on identifying and completing Data Sheets for identified reports. In addition, the RADPlus Modeling workgroup began meeting more frequently and for longer time periods to complete outstanding specifications required for Modeled forms development.
- DMH has begun developing reports in IBHIS and has an active role in the reports development process.
- Continuing to develop and create DMH User Roles.
- Ongoing discussions continue re: County's use of both Perceptive and Netsmart's Connect Suite of products: ProviderConnect and MobileConnect. The software will be configured based on the outcome of these discussions.
- Netsmart continues to develop financial test scripts for County's use for Module Testing.
- Module testing for clinical modules began on May 6th and for financial modules on May 20th. Reports tool testing also began in May. Testing was able to begin in light of open problem cases, largely attributed to financial and connect suite modules. DMH continues to monitor resolution and impact on its completion of module testing targeted for June 28th. All testing is performed by DMH staff and deficiencies are identified and logged into the Netsmart Salesforce tracking system in accordance with the IBHIS Testing Plan.
- DMH continues to identify staff that will train DMH end-users and participate in integrated testing.
- DMH and Netsmart continue reviewing functional and technical requirements gap analysis results to determine gap resolution.
- DMH continues to assess space and equipment needs for Pilot One Directly Operated sites participating in implementation testing tasks.
- DMH continues to assess IBHIS integration with ADA software currently used by visually impaired staff and then work with Netsmart to resolve any identified issues.
- DMH continues efforts to secure additional training space, particularly in north and south Los Angeles County. Based on very limited options within LA County space, DMH is now preparing a solicitation

to procure commercial training rooms. CEO Space Planning is still looking for possible spaces for computer set up in parallel with the solicitation for commercial space.

- County has determined that eCaps check-write file integration development will be held because it cannot be done efficiently so long as DMH continues to support Cash Flow Advances to contract providers. A change notice will be executed.
- DMH Subject Matter Experts (SME), continue to attend IBHIS demonstrations to facilitate their participation in implementation activities.
- DMH Data Warehouse staff continues to work with Netsmart Engineering staff to document and map data table structures.
- Continue weekly Project Director/Project Manager (PD/PM) Status Meetings to resolve contractual, scheduling and project issues.
- Continue weekly Action Item Meetings with Netsmart to review ongoing progress on Workflows, Scripts, Forms, Reports, and any other open issue which require discussion and decision to keep project tasks moving forward.
- Continue discussions for billing rules and processes.
- DMH and Netsmart continue to plan to establish Central Business Operations (CBO). Organization chart and Workflow Templates are being developed by Netsmart and reviewed by DMH. User roles are anticipated to be identified as a result and in support of developing Integrated Test Scripts. Updates and edits to be made to the Operational Manual and Procedures as workflows edits are received by DMH. Netsmart has begun its recruitment process for supplemental CBO staffing.
- In response to the Risk elevated to the Team for Optimization of Projects (TOP), Financial Leadership and Financial SMEs have increased their utilization of IBHIS by 10% or better based on the May IBHIS System Usage Report. Staff has increased system utilization in preparation for Module Testing and to facilitate the completion of requested forms and reports specifications. The Risk Profile #31 has been lowered accordingly and will not be reflected in the Risk section below for this reporting period.

C. Change Requests

List any Change Control Requests identified during this reporting period.

Change Order #	Description	Effective Date
DMH 1	Delay of final date for Detailed Work Plan to 2/3/12	1/11/2012
DMH 3	Election of the Order Connect Application Software	6/29/2012
DMH 4	Delay of Deliverable 3.1.2 (Provide Dedicated Network) Change of Netsmart Project Director	11/9/2012
DMH 5	Acquires Other Professional Services for an Integration Professional.	12/21/2012
DMH 7	Acquires Other Professional Services to perform an assessment and develop Specifications for Custom Programming Modifications to Client Web Service, Unique Submitter ID, Second Co-Practitioner, and Control Fees.	2/21/2013
DMH 8	Acquires other professional Services to establish Centralized Business Office (CBO)	3/29/2013
DMH 9	Custom Development: <ul style="list-style-type: none"> • Budget Tracking Account Setup • Capture, validate and store EBP codes from inbound 837P and 837I EDI claims for reporting 	4/2/2013

D. Significant Accomplishments for Current Period

Provide a summary of the planned major activities, milestones and project deliverables to be accomplished during the next reporting period. Express your descriptions in a bulleted list.

- County approved Netsmart's completion of IBHIS Configuration activities. There are tasks which remain in progress within the configuration section of the project schedule that are not truly configuration tasks but they were best integrated into the work plan in that section. These tasks did not impede testing activities and are documented in the certification memo provided by Netsmart. They will continue to be tracked in the project schedule until completed.
- Conducted the Quarterly Executive Strategy Meeting for DMH and Netsmart Executives. Updates on project activities and DMH Health Care Reform preparations were provided. Project delays were discussed. December 11, 2013, was selected as the new go-live date for directly operated sites under Pilot 1. Contract provider sites under Pilot one will go live January 14, 2014. The project schedule will be adjusted accordingly.
- Module and Report Tool testing was initiated. Module testing is a script-driven step-by-step process in which all of the core data entry and review forms in IBHIS are tested by DMH staff to ascertain that they are performing as designed. Report Tool testing is also a script driven process to confirm that tools used to develop reports perform as designed. Deficiencies are identified and logged into the Netsmart Salesforce tracking system in accordance with the IBHIS Testing Plan.

E. Planned Activities for Next Period

List any Critical or High Priority Issues impacting the project. Issues are events that currently cause a problem moving forward and have an impact to the project schedule, resources or quality of the end deliverable.

- Re-baseline the Detailed Work Plan per Change Notice 6 (Amend Detailed Work Plan).
- Continue identifying, specifying, prioritizing and developing DMH reports and forms.
- Continue developing and creating DMH User Roles.
- Continue ongoing discussions re: County's use of Perceptive in lieu of Kofax, and Netsmart's Connect Suite of products (ProviderConnect and MobileConnect). Finalize configuration based on the outcome of these discussions.
- Netsmart to complete development of financial module test scripts.
- Complete Module and Report Tool testing.
- DMH continues identify staff that will train DMH end-users and participate in integrated testing.
- Continue reviewing functional and technical requirements gap analysis results to determine gap resolution.
- Continue site preparation activities for selected Pilot One sites participating in testing activities.
- Continue ADA software assessment activities to determine how existing ADA software will work with IBHIS software.
- Continue efforts to procure commercial training rooms.
- Continue providing IBHIS Demos to DMH staff in support of implementation activities.
- Continue DMH Data Warehouse staff work with Netsmart Engineering staff to document and map data table structures.
- Continue Project Director/Project Manager (PD/PM) Status Meetings to resolve contractual, scheduling and project issues.
- Continue weekly Action Item Meetings with Netsmart to review ongoing progress on Workflows, Scripts, Forms, Reports, and any other open issue which require discussion and decision to keep project tasks moving forward.
- Continue discussions for billing rules and processes.
- DMH and Netsmart will continue to plan activities to establish Central Business Operations (CBO), develop organization chart and workflow templates and identify user roles in support of developing Integrated Test Scripts. Netsmart will complete their development of Module test scripts.
- Continue to monitor team system utilization with the expectation that utilization continues to increase as we move closer to training and go live activities.
- Review submitted change requests in accordance with IBHIS Change Control Management Plan.
- Continue implementation activities and meetings for; conversion; report and forms collection and analysis, testing and training tasks.
- Continue Change Control, Risk and Issue Management meetings.

F. Critical Issues

Risks are events that might cause problems, at a future date, with the project schedule, resources or quality of the end deliverable. Risks categorized with Probability of High, Impact of High and a Timeframe of Short will be listed in this section of the Project Status Report.

- The Detailed Work Plan will be revised based on a variety of factors noted in previous status reports; as a result the new date will move the project six months forward to December 11, 2013. This provides the time required to complete key finance-related implementation tasks.
- Efforts to secure additional training space, particularly in north and south Los Angeles County, have so far been unsuccessful. The profile for the associated risk (ID 3) has been lowered due to the number of alternative resources made available for Pilot 1 that may mitigate the risk, including the rental of commercial training rooms and using Los Angeles County approved spaces.
- DMH-CIOB requires Provisioning resources to perform Contract Provider EDI provisioning beyond current staff or staff that could possibly be hired by fall 2013. Because of the delay in the early phases of the project, but no parallel delay in the deadline for completion of the project, the time to bring contract providers onto IBHIS is compressed. Providers will have to test IBHIS specific electronic transactions with DMH. This is a labor intensive process involving more than 600 contract providers and other partners. DMH estimates it will need an additional 28 people for a period of about 8 months for this provider provisioning process.

G. Risk Update

Explanation of Categories:

- Probability (High): Most certainly or very likely to occur.
- Impact (High): Significant impact to project scope, cost or schedule which is likely to threaten and undermine project completion.
- Timeframe (Short): A three (3) month or less estimation as to how long the risk will be relevant.
- Response (Mitigate, Watch, and Accept): Resolve through mitigation, watch to monitor development, or accept and develop a contingency plan.

ID	Risk (Describe the risk in simple terms, provide details)	Probability (High)	Impact (High)	Timeframe (Short)	Response (Mitigate, Watch, Accept)
16	Finance Leadership and Implementation Resources for IBHIS Implementation Activities Status – DMH and Netsmart continue efforts to establish Central Business Operations (CBO). Organization chart and Workflow Templates are being developed by Netsmart and reviewed by DMH. Netsmart has assigned Karen Hulseman as their CBO lead to work with Zena and Judy. CalPM and MSO module testing has been initiated. CBO will be complimented by installing a Provider Support Office (PSO) and a lead DMH person needs to be identified.	☒	☒	☒	Mitigate
30	Delay in the development of CBO and PSO Status – See Status for Risk ID 16 above.	☒	☒	☒	Mitigate